

## EXHIBIT 3

# TO MAO DECLARATION ISO PLAINTIFFS' MOTION FOR ATTORNEYS' FEES, COSTS, AND SERVICE AWARDS



---

*ELM Solutions*

# 2023 Real Rate Report<sup>®</sup>

---

The industry's leading  
analysis of law firm rates,  
trends, and practices



### **Report Editor**

**Jeffrey Solomon**

Vice President, Segment Leader  
LegalVIEW® BillAnalyzer  
Wolters Kluwer ELM Solutions

### **Lead Data Analysts**

**Carol Au**

Business Systems Quantitative Analyst  
Wolters Kluwer ELM Solutions

**Anand Kumar Pathinettam Padian**

Software and Data Engineer  
Wolters Kluwer ELM Solutions

### **ELM Solutions Creative**

**David Andrews**

Senior Graphic Designer  
Wolters Kluwer ELM Solutions

### **Contributing Analysts and Authors**

**Jason Bender**

Legal Analytics Product Manager  
Wolters Kluwer ELM Solutions

**Haemi Jung**

Strategic Business Intelligence Manager  
Wolters Kluwer ELM Solutions

**Margie Sleboda**

Lead Technology Product Manager  
Wolters Kluwer ELM Solutions

### **Executive Sponsor**

**Barry Ader**

Vice President, Product Management and  
Marketing  
Wolters Kluwer ELM Solutions

---

© 2004 - 2023 Wolters Kluwer ELM Solutions. All rights reserved. This material may not be reproduced, displayed, modified, or distributed in any form without the express prior written permission of the copyright holders. To request permission, please contact:

ELM Solutions, a Wolters Kluwer business  
3009 Post Oak Blvd, Suite 1000  
Houston, TX 77056 United States  
ATTN: Marketing  
ELMSolutionsSales@wolterskluwer.com

### **LEGAL CAVEAT**

Wolters Kluwer ELM Solutions has worked to ensure the accuracy of the information in this report; however, Wolters Kluwer ELM Solutions cannot guarantee the accuracy of the information or analyses in all cases. Wolters Kluwer ELM Solutions is not engaged in rendering legal, accounting, or other professional services. This report should not be construed as professional advice on any particular set of facts or circumstances. Wolters Kluwer ELM Solutions is not responsible for any claims or losses that may arise from any errors or omissions in this report or from reliance upon any recommendation made in this report.

# Table of Contents - 2023 Real Rate Report

## A Letter to Our Readers • 4

## Report Use Considerations • 5

## Section I: High-Level Data Cuts • 8

- Partners, Associates, and Paralegals
- Partners, Associates, and Paralegals by Practice Area and Matter Type
- Partners and Associates by City
- Partners and Associates by City and Matter Type
- Partners by City and Years of Experience
- Associates by City and Years of Experience
- Partners and Associates by Firm Size and Matter Type

## Section II: Industry Analysis • 62

- Partners, Associates, and Paralegals by Industry Group
- Partners and Associates by Industry Group and Matter Type
- Basic Materials and Utilities
- Consumer Goods
- Consumer Services
- Financials (Excluding Insurance)
- Health Care
- Industrials
- Insurance
- Technology and Telecommunications

## Section III: Practice Area Analysis • 82

- Bankruptcy and Collections
- Commercial
- Corporate: Mergers, Acquisitions, and Divestitures
- Corporate: Regulatory and Compliance
- Corporate: Other
- Employment and Labor
- Environmental
- Finance and Securities
- General Liability (Litigation Only)
- Insurance Defense (Litigation Only)
- Intellectual Property: Other
- Intellectual Property: Patents
- Intellectual Property: Trademarks
- Real Estate

## Section IV: In-Depth Analysis for Select US Cities • 164

- Boston, MA
- Chicago, IL
- Los Angeles, CA
- New York, NY
- Philadelphia, PA
- San Francisco, CA
- Washington, DC

## Section V: International Analysis • 181

## Section VI: Matter Staffing Analysis • 211

## A Letter to Our Readers

Welcome to the latest edition of Wolters Kluwer ELM Solutions Real Rate Report®, the industry's leading data-driven benchmark report for lawyer and paralegal rates.

Our Real Rate Report has been a relied upon data analytics resource to the legal industry since its inception in 2010 and continues to evolve, providing you with the most comprehensive rate benchmarking insights, trends, and practices. The Real Rate Report is powered by the Wolters Kluwer ELM Solutions LegalVIEW® data warehouse, which has grown to include \$160B+ in anonymized legal data.

The depth and granularity of the data within the Real Rate Report empowers users to benchmark and negotiate effectively and make well-informed investment and resourcing decisions for the organization.

As with previous Real Rate Reports, our data is sourced from corporations' and law firms' e-billing and time management solutions. We have included lawyer and paralegal rate data filtered by specific practice and sub-practice areas, metropolitan areas, and types of matters. This level of detail gives legal departments and law firms the precision they need to identify areas of opportunity. We strive to make the Real Rate Report a valuable and actionable reference tool for legal departments and law firms.

As always, we welcome your comments and suggestions on what information would make this publication more valuable to you. We thank our data contributors for participating in this program. And we thank you for making Wolters Kluwer ELM Solutions your trusted partner for legal industry domain expertise, data, and analytics and look forward to continuing to provide market-leading, expert solutions that deliver the best business outcomes for collaboration among legal departments and law firms.

Sincerely,

A handwritten signature in black ink, appearing to read "Barry Ader", is positioned below the word "Sincerely,".

**Barry Ader**

Vice President, Product Management and Marketing  
Wolters Kluwer ELM Solutions

# Report Use Considerations

## 2023 Real Rate Report

- Examines law firm rates over time
- Identifies rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal)
- Itemizes variables that drive rates up or down

All the analyses included in the report derive from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information, along with the ranges of those rates and their changes over time, highlights the role these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals.

Clients might ask whether they are paying the right amount for different types of legal services, while law firm principals might ask whether they are charging the right amount for legal services and whether to modify their pricing approach.

### Some key factors<sup>1</sup> that drive rates<sup>2</sup>:

**Attorney location** - Lawyers in urban and major metropolitan areas tend to charge more when compared with lawyers in rural areas or small towns.

**Litigation complexity** - The cost of representation will be higher if the case is particularly complex or time-consuming; for example, if there are a large number of documents to review, many witnesses to depose, and numerous procedural steps, the case is likely to cost more (regardless of other factors like the lawyer's level of experience).

**Years of experience and reputation** - A more experienced, higher-profile lawyer is often going to charge more, but absorbing this higher cost at the outset may make more sense than hiring a less expensive lawyer who will likely take time and billable hours to come up to speed on unfamiliar legal and procedural issues.

**Overhead** - The costs associated with the firm's support network (paralegals, clerks, and assistants), document preparation, consultants, research, and other expenses.

**Firm size** - The rates can increase if the firm is large and has various timekeeper roles at the firm. For example, the cost to work with an associate or partner at a larger firm will be higher compared to a firm that has one to two associates and a paralegal.

<sup>1</sup> David Goguen, J.D., University of San Francisco School of Law (2020) Guide to Legal Services Billing Retrieved from: <https://www.lawyers.com/legal-info/research/guide-to-legal-services-billing-rates.html>

<sup>2</sup> Source: 2018 RRR. Factor order validated in multiple analyses since 2010



# Section I: High-Level Data Cuts

## Cities

By Matter Type

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Richmond VA	Non-Litigation	Associate	41	\$382	\$539	\$689	\$557	\$505	\$474
Rochester NY	Non-Litigation	Partner	10	\$414	\$453	\$530	\$477	\$461	\$341
Sacramento CA	Non-Litigation	Partner	13	\$425	\$527	\$632	\$554	\$534	\$559
		Associate	11	\$286	\$353	\$425	\$355	\$341	\$321
Salt Lake City UT	Litigation	Partner	11	\$348	\$398	\$481	\$398	\$372	\$333
	Non-Litigation	Partner	43	\$338	\$376	\$471	\$413	\$390	\$363
		Associate	12	\$240	\$290	\$300	\$294	\$252	\$247
San Diego CA	Litigation	Partner	42	\$278	\$438	\$551	\$533	\$533	\$572
		Associate	28	\$170	\$240	\$302	\$298	\$271	\$258
	Non-Litigation	Partner	75	\$385	\$495	\$944	\$655	\$703	\$672
		Associate	54	\$226	\$336	\$420	\$359	\$375	\$378
San Francisco CA	Litigation	Partner	115	\$436	\$750	\$1,124	\$801	\$744	\$712
		Associate	76	\$341	\$450	\$718	\$537	\$523	\$517
	Non-Litigation	Partner	173	\$563	\$796	\$1,035	\$812	\$769	\$755

# Section I: High-Level Data Cuts

## Cities

By Matter Type

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

City	Matter Type	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
San Francisco CA	Non-Litigation	Associate	127	\$348	\$495	\$665	\$544	\$552	\$574
		Partner	29	\$650	\$810	\$1,083	\$941	\$903	\$907
San Jose CA	Litigation	Associate	18	\$527	\$600	\$775	\$622	\$625	\$593
		Partner	46	\$700	\$909	\$1,386	\$1,064	\$1,025	\$986
	Non-Litigation	Associate	137	\$449	\$585	\$835	\$640	\$571	\$547
		Partner	81	\$359	\$446	\$607	\$486	\$421	\$401
Seattle WA	Litigation	Associate	49	\$405	\$511	\$530	\$475	\$442	\$453
		Partner	53	\$455	\$641	\$835	\$639	\$633	\$567
	Non-Litigation	Associate	12	\$198	\$200	\$250	\$221	\$228	\$237
		Partner	44	\$343	\$481	\$595	\$485	\$450	\$446
St. Louis MO	Litigation	Associate	12	\$198	\$200	\$250	\$221	\$228	\$237
		Partner	38	\$268	\$342	\$457	\$399	\$388	\$373
	Non-Litigation	Associate	12	\$198	\$200	\$250	\$221	\$228	\$237
		Partner	44	\$343	\$481	\$595	\$485	\$450	\$446
Tampa FL	Litigation	Associate	12	\$292	\$300	\$325	\$314	\$316	\$302
		Partner	27	\$356	\$458	\$609	\$503	\$482	\$471
	Non-Litigation	Associate	12	\$292	\$300	\$325	\$314	\$316	\$302
		Partner	45	\$345	\$400	\$572	\$486	\$457	\$479



## Section I: High-Level Data Cuts

### Cities

By Years of Experience

#### 2023 - Real Rates for Associate

#### Trend Analysis - Mean

City	Years of Experience	n	First Quartile	Median	Third Quartile	2023	2022	2021
Portland OR	3 to Fewer Than 7 Years	34	\$358	\$410	\$448	\$402	\$389	\$335
	7 or More Years	54	\$384	\$476	\$519	\$462	\$462	\$402
San Francisco CA	Fewer Than 3 Years	21	\$432	\$474	\$527	\$488	\$478	\$381
	3 to Fewer Than 7 Years	30	\$360	\$500	\$789	\$571	\$503	\$471
	7 or More Years	43	\$404	\$517	\$733	\$589	\$553	\$557
San Jose CA	7 or More Years	17	\$500	\$600	\$1,006	\$787	\$686	\$653
Seattle WA	3 to Fewer Than 7 Years	14	\$335	\$365	\$432	\$391	\$349	\$329
Washington DC	Fewer Than 3 Years	60	\$432	\$497	\$680	\$556	\$524	\$460
	3 to Fewer Than 7 Years	172	\$476	\$617	\$775	\$650	\$573	\$519
	7 or More Years	153	\$524	\$699	\$885	\$748	\$720	\$668

# Section I: High-Level Data Cuts

## Cities

By Years of Experience

### 2023 - Real Rates for Partner

### Trend Analysis - Mean

City	Years of Experience	n	First Quartile	Median	Third Quartile	2023	2022	2021
Sacramento CA	21 or More Years	11	\$456	\$524	\$632	\$562	\$563	\$508
	Fewer Than 21 Years	17	\$365	\$375	\$412	\$375	\$368	\$334
Salt Lake City UT	21 or More Years	22	\$353	\$475	\$533	\$473	\$425	\$392
	Fewer Than 21 Years	21	\$429	\$477	\$845	\$628	\$603	\$612
San Diego CA	21 or More Years	114	\$580	\$889	\$1,059	\$854	\$803	\$772
	Fewer Than 21 Years	69	\$588	\$798	\$1,067	\$830	\$754	\$706
San Jose CA	21 or More Years	43	\$688	\$846	\$1,315	\$1,037	\$997	\$991
	Fewer Than 21 Years	17	\$736	\$987	\$1,504	\$1,068	\$1,025	\$934
Seattle WA	21 or More Years	82	\$495	\$616	\$798	\$650	\$629	\$578
	Fewer Than 21 Years	45	\$325	\$543	\$715	\$601	\$530	\$451
St. Louis MO	21 or More Years	46	\$324	\$460	\$583	\$466	\$450	\$434
	Fewer Than 21 Years	22	\$350	\$436	\$498	\$435	\$415	\$424
Tampa FL	21 or More Years	29	\$350	\$540	\$590	\$519	\$485	\$508
	Fewer Than 21 Years	21	\$315	\$348	\$595	\$439	\$428	\$394

## Section I: High-Level Data Cuts

### Cities

By Matter Type

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Salt Lake City UT	Associate	17	\$222	\$277	\$300	\$279	\$255	\$244
	Partner	97	\$325	\$475	\$885	\$610	\$651	\$640
San Diego CA	Associate	75	\$224	\$285	\$410	\$336	\$345	\$342
	Partner	261	\$500	\$783	\$1,045	\$808	\$760	\$738
San Francisco CA	Associate	189	\$345	\$470	\$691	\$542	\$541	\$552
	Partner	67	\$684	\$861	\$1,301	\$1,020	\$977	\$957
San Jose CA	Associate	119	\$367	\$457	\$573	\$482	\$429	\$422
	Partner	167	\$455	\$585	\$835	\$640	\$592	\$554
Seattle WA	Associate	17	\$198	\$238	\$250	\$260	\$262	\$253
	Partner	73	\$315	\$436	\$546	\$447	\$425	\$419
St. Louis MO	Associate	10	\$253	\$295	\$350	\$308	\$291	\$239
	Partner	61	\$345	\$442	\$595	\$493	\$465	\$475
Syracuse NY	Associate	21	\$276	\$300	\$317	\$303	\$302	\$299
	Partner	28	\$425	\$545	\$776	\$612	\$556	\$599
Tampa FL	Associate	21	\$276	\$300	\$317	\$303	\$302	\$299
	Partner	61	\$345	\$442	\$595	\$493	\$465	\$475
Trenton NJ	Associate	21	\$276	\$300	\$317	\$303	\$302	\$299
	Partner	28	\$425	\$545	\$776	\$612	\$556	\$599

## Section II: Practice Area Analysis

### Commercial By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Los Angeles CA	Partner	71	\$596	\$800	\$1,156	\$885	\$901	\$840
	Associate	72	\$525	\$645	\$914	\$691	\$715	\$735
Miami FL	Partner	43	\$518	\$615	\$693	\$632	\$603	\$562
	Associate	24	\$400	\$450	\$545	\$479	\$432	\$390
Minneapolis MN	Partner	52	\$607	\$710	\$875	\$715	\$670	\$657
	Associate	50	\$369	\$458	\$576	\$481	\$466	\$459
New York NY	Partner	167	\$696	\$1,111	\$1,688	\$1,179	\$1,153	\$1,046
	Associate	179	\$521	\$803	\$1,086	\$812	\$752	\$617
Philadelphia PA	Partner	112	\$554	\$710	\$861	\$737	\$751	\$684
	Associate	88	\$383	\$450	\$594	\$499	\$476	\$446
Pittsburgh PA	Partner	22	\$414	\$759	\$1,010	\$762	\$652	\$635
	Associate	15	\$280	\$425	\$568	\$436	\$408	\$443
Portland OR	Partner	15	\$498	\$580	\$617	\$570	\$576	\$557
	Associate	28	\$395	\$458	\$505	\$452	\$448	\$406
San Diego CA	Partner	11	\$415	\$889	\$1,050	\$843	\$718	\$590

## Section II: Practice Area Analysis

### Commercial By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
San Francisco CA	Partner	21	\$535	\$736	\$1,003	\$797	\$735	\$696
	Associate	24	\$375	\$461	\$655	\$550	\$494	\$476
Seattle WA	Partner	23	\$394	\$654	\$732	\$654	\$610	\$531
	Associate	16	\$405	\$511	\$530	\$483	\$455	\$357
St. Louis MO	Partner	10	\$529	\$697	\$734	\$670	\$560	\$603
Washington DC	Partner	140	\$731	\$920	\$1,148	\$973	\$934	\$860
	Associate	106	\$488	\$639	\$831	\$672	\$627	\$590

## Section II: Practice Area Analysis

### Corporate: Mergers, Acquisitions, and Divestitures By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Chicago IL	Partner	31	\$780	\$975	\$1,256	\$1,076	\$1,073	\$907
	Associate	21	\$574	\$716	\$833	\$740	\$704	\$570
Los Angeles CA	Partner	14	\$829	\$839	\$898	\$888	\$952	\$1,002
	Associate	30	\$503	\$642	\$659	\$637	\$617	\$627
New York NY	Partner	85	\$1,410	\$1,650	\$1,786	\$1,574	\$1,478	\$1,386
	Associate	144	\$734	\$925	\$1,146	\$928	\$906	\$836
Philadelphia PA	Partner	20	\$655	\$929	\$1,105	\$985	\$815	\$691
San Francisco CA	Partner	19	\$797	\$898	\$946	\$927	\$960	\$879
	Associate	10	\$444	\$503	\$553	\$510	\$521	\$450
Washington DC	Partner	39	\$909	\$1,075	\$1,430	\$1,143	\$1,034	\$961
	Associate	40	\$594	\$719	\$855	\$751	\$714	\$694

## Section II: Practice Area Analysis

**Corporate: Other**  
By City

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
New Orleans LA	Associate	10	\$278	\$325	\$356	\$316	\$269	\$299
	Partner	374	\$857	\$1,360	\$1,774	\$1,278	\$1,206	\$1,101
New York NY	Associate	410	\$618	\$814	\$1,125	\$842	\$804	\$743
	Partner	14	\$478	\$560	\$704	\$576	\$493	\$507
Orlando FL	Associate	91	\$405	\$460	\$559	\$504	\$489	\$451
	Partner	133	\$626	\$796	\$985	\$840	\$805	\$775
Philadelphia PA	Associate	13	\$238	\$288	\$343	\$300	\$338	\$286
	Partner	17	\$328	\$353	\$508	\$435	\$557	\$471
Phoenix AZ	Associate	18	\$393	\$475	\$663	\$544	\$455	\$412
	Partner	17	\$598	\$765	\$917	\$720	\$602	\$663
Pittsburgh PA	Associate	17	\$300	\$398	\$444	\$387	\$428	\$392
	Partner	16	\$448	\$542	\$585	\$548	\$508	\$542
Portland OR	Associate	30	\$250	\$315	\$358	\$330	\$321	\$329
	Partner	32	\$385	\$483	\$533	\$567	\$685	\$684
San Diego CA	Associate	51	\$707	\$944	\$1,178	\$949	\$843	\$789
	Partner	51	\$707	\$944	\$1,178	\$949	\$843	\$789
San Francisco CA	Associate	30	\$250	\$315	\$358	\$330	\$321	\$329
	Partner	32	\$385	\$483	\$533	\$567	\$685	\$684



## Section II: Practice Area Analysis

**Corporate: Other**  
By City

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
San Francisco CA	Associate	18	\$428	\$504	\$607	\$582	\$617	\$609
	Partner	16	\$747	\$1,013	\$1,185	\$1,003	\$956	\$968
Seattle WA	Partner	26	\$558	\$715	\$864	\$728	\$696	\$614
	Associate	25	\$451	\$530	\$600	\$551	\$478	\$475
Tampa FL	Partner	16	\$350	\$425	\$590	\$514	\$469	\$494
	Associate	284	\$525	\$695	\$740	\$677	\$667	\$642

## Section II: Practice Area Analysis

### Corporate: Regulatory and Compliance

By City

2023 - Real Rates for Associate and Partner

Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Nashville TN	Associate	31	\$287	\$346	\$433	\$377	\$366	\$334
	Partner	100	\$840	\$1,159	\$1,550	\$1,178	\$1,091	\$1,010
New York NY	Associate	111	\$500	\$746	\$904	\$771	\$725	\$684
	Partner	48	\$600	\$740	\$899	\$784	\$772	\$782
Philadelphia PA	Associate	36	\$390	\$472	\$565	\$475	\$499	\$474
	Partner	21	\$500	\$710	\$831	\$685	\$654	\$665
Pittsburgh PA	Associate	23	\$433	\$494	\$572	\$495	\$435	\$408
	Partner	23	\$656	\$765	\$941	\$772	\$770	\$705
San Francisco CA	Associate	17	\$444	\$570	\$733	\$585	\$544	\$549
	Partner	24	\$680	\$835	\$999	\$899	\$705	\$729
Seattle WA	Associate	21	\$414	\$530	\$530	\$538	\$483	\$433
	Partner	314	\$635	\$900	\$1,123	\$923	\$882	\$862
Washington DC	Associate	267	\$511	\$661	\$755	\$657	\$609	\$580

## Section II: Practice Area Analysis

### Employment and Labor By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Pittsburgh PA	Associate	19	\$350	\$380	\$512	\$473	\$385	\$389
	Partner	13	\$440	\$544	\$675	\$566	\$528	\$483
Portland OR	Associate	20	\$380	\$461	\$481	\$446	\$390	\$344
	Partner	16	\$450	\$471	\$491	\$525	\$529	\$564
Richmond VA	Associate	11	\$281	\$333	\$374	\$340	\$352	\$373
	Partner	36	\$384	\$604	\$797	\$662	\$611	\$565
San Diego CA	Associate	31	\$315	\$395	\$455	\$394	\$365	\$370
	Partner	13	\$701	\$835	\$1,054	\$996	\$807	\$704
San Francisco CA	Associate	14	\$324	\$402	\$447	\$414	\$418	\$427
	Partner	39	\$416	\$526	\$633	\$558	\$570	\$498
San Jose CA	Associate	153	\$649	\$780	\$961	\$828	\$768	\$736
	Partner	90	\$440	\$563	\$685	\$564	\$537	\$503
Seattle WA	Associate	14	\$324	\$402	\$447	\$414	\$418	\$427
	Partner	39	\$416	\$526	\$633	\$558	\$570	\$498
Washington DC	Associate	153	\$649	\$780	\$961	\$828	\$768	\$736
	Partner	90	\$440	\$563	\$685	\$564	\$537	\$503

## Section II: Practice Area Analysis

## Finance and Securities By City

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Pittsburgh PA	Partner	30	\$603	\$753	\$985	\$760	\$756	\$752
Richmond VA	Partner	22	\$910	\$1,010	\$1,244	\$1,056	\$925	\$800
Salt Lake City UT	Partner	10	\$365	\$385	\$458	\$430	\$427	\$416
San Diego CA	Partner	10	\$401	\$588	\$650	\$610	\$703	\$831
San Francisco CA	Partner	23	\$877	\$1,008	\$1,301	\$1,044	\$1,036	\$1,051
	Associate	18	\$642	\$736	\$913	\$781	\$733	\$722
San Jose CA	Associate	11	\$652	\$1,000	\$1,240	\$959	\$964	\$758
Seattle WA	Partner	23	\$495	\$613	\$850	\$684	\$573	\$591
Washington DC	Partner	163	\$827	\$1,073	\$1,379	\$1,132	\$1,089	\$1,048
	Associate	72	\$540	\$734	\$1,025	\$795	\$746	\$716

## Section II: Practice Area Analysis

### General Liability - Litigation Only By City

2023 - Real Rates for Associate and Partner

Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Los Angeles CA	Associate	34	\$475	\$684	\$823	\$649	\$534	\$514
	Partner	13	\$190	\$190	\$354	\$306	\$249	\$257
Miami FL	Associate	11	\$321	\$340	\$340	\$396	\$477	\$371
	Partner	12	\$215	\$225	\$340	\$274	\$352	\$260
Minneapolis MN	Associate	12	\$275	\$300	\$475	\$368	\$308	\$330
	Partner	30	\$290	\$336	\$355	\$330	\$310	\$301
Nashville TN	Associate	25	\$220	\$250	\$252	\$247	\$230	\$221
	Partner	81	\$273	\$405	\$671	\$535	\$577	\$597
New Orleans LA	Associate	85	\$200	\$293	\$416	\$330	\$313	\$384
	Partner	40	\$265	\$595	\$725	\$557	\$605	\$533
New York NY	Associate	52	\$323	\$440	\$565	\$426	\$427	\$414
	Partner	11	\$258	\$288	\$418	\$324	\$341	\$353
Philadelphia PA	Associate	15	\$244	\$280	\$453	\$399	\$484	\$458
	Partner	15	\$197	\$300	\$368	\$295	\$318	\$360
Phoenix AZ	Associate	44	\$894	\$976	\$1,013	\$1,001	\$953	\$870
	Partner							
San Francisco CA	Associate							
	Partner							
St. Louis MO	Associate							
	Partner							
Washington DC	Associate							
	Partner							

## Section II: Practice Area Analysis

### Insurance Defense - Litigation Only By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Raleigh NC	Associate	19	\$142	\$165	\$170	\$197	\$175	\$191
	Partner	34	\$190	\$195	\$200	\$233	\$301	\$317
Richmond VA	Associate	24	\$155	\$175	\$200	\$177	\$180	\$181
	Partner	10	\$164	\$175	\$187	\$187	\$176	\$168
Salt Lake City UT	Associate	68	\$190	\$210	\$240	\$223	\$224	\$237
	Partner	21	\$195	\$205	\$246	\$220	\$266	\$205
San Francisco CA	Associate	23	\$190	\$200	\$255	\$220	\$219	\$209
	Partner	52	\$213	\$259	\$375	\$326	\$333	\$337
Seattle WA	Associate	45	\$180	\$205	\$260	\$215	\$202	\$197
	Partner	41	\$170	\$195	\$197	\$195	\$199	\$186
St. Louis MO	Associate	13	\$220	\$250	\$250	\$231	\$228	\$218
	Partner	16	\$162	\$183	\$250	\$206	\$196	\$190
Tampa FL	Associate	45	\$180	\$205	\$260	\$215	\$202	\$197
	Partner	44	\$195	\$215	\$245	\$250	\$204	\$199
Tulsa OK	Associate	13	\$220	\$250	\$250	\$231	\$228	\$218
	Partner	16	\$162	\$183	\$250	\$206	\$196	\$190
Washington DC	Associate	13	\$220	\$250	\$250	\$231	\$228	\$218
	Partner	54	\$250	\$524	\$859	\$599	\$625	\$598

## Section II: Practice Area Analysis

### Intellectual Property: Patents By City

2023 - Real Rates for Associate and Partner

Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Minneapolis MN	Associate	13	\$215	\$335	\$450	\$334	\$353	\$328
	Partner	44	\$600	\$850	\$1,024	\$857	\$853	\$817
New York NY	Associate	60	\$376	\$614	\$800	\$624	\$654	\$601
	Partner	24	\$585	\$690	\$865	\$726	\$735	\$670
Philadelphia PA	Associate	16	\$431	\$457	\$527	\$471	\$432	\$384
	Partner	11	\$350	\$370	\$404	\$380	\$381	\$285
Salt Lake City UT	Associate	18	\$341	\$528	\$933	\$647	\$684	\$637
	Partner	23	\$836	\$1,043	\$1,352	\$1,057	\$1,039	\$939
San Francisco CA	Associate	11	\$651	\$785	\$869	\$846	\$705	\$610
	Partner	17	\$650	\$861	\$1,016	\$844	\$795	\$752
San Jose CA	Associate	87	\$350	\$594	\$730	\$579	\$638	\$545
	Partner	109	\$649	\$950	\$1,068	\$886	\$846	\$807
Washington DC	Associate							
	Partner							



## Section II: Practice Area Analysis

### Real Estate By City

#### 2023 - Real Rates for Associate and Partner

#### Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
Minneapolis MN	Partner	15	\$243	\$260	\$630	\$436	\$357	\$326
	Associate	14	\$246	\$260	\$483	\$337	\$328	\$236
New York NY	Partner	134	\$325	\$475	\$691	\$546	\$587	\$559
	Associate	111	\$285	\$340	\$498	\$416	\$436	\$411
Omaha NE	Associate	10	\$202	\$218	\$244	\$220	\$208	\$208
Philadelphia PA	Partner	66	\$350	\$425	\$655	\$509	\$520	\$475
	Associate	52	\$325	\$365	\$492	\$415	\$430	\$370
Phoenix AZ	Partner	21	\$306	\$361	\$573	\$427	\$371	\$297
Pittsburgh PA	Partner	15	\$240	\$390	\$435	\$357	\$365	\$360
	Associate	12	\$190	\$190	\$225	\$220	\$260	\$214
Portland ME	Partner	11	\$304	\$385	\$420	\$357	\$337	\$381
San Diego CA	Partner	26	\$258	\$300	\$363	\$461	\$450	\$439
	Associate	15	\$215	\$225	\$240	\$272	\$260	\$266
San Francisco CA	Partner	37	\$325	\$395	\$725	\$547	\$533	\$496
Seattle WA	Partner	24	\$325	\$475	\$675	\$529	\$527	\$536

## Section IV: In-Depth Analysis for Select US Cities

**San Francisco CA**  
By Practice Area and Firm Size

### 2023 - Real Rates for Associate and Partner

### Trend Analysis - Mean

Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2023	2022	2021
<b>Commercial</b>	501-1,000 Lawyers	Partner	11	\$575	\$736	\$998	\$809	\$938	\$873
		Associate	17	\$360	\$432	\$674	\$547	\$586	\$518
<b>Corporate: Other</b>	501-1,000 Lawyers	Partner	24	\$770	\$995	\$1,232	\$1,059	\$990	\$894
	More Than 1,000 Lawyers	Partner	13	\$931	\$1,080	\$1,305	\$1,147	\$1,102	\$1,039
<b>Corporate: Regulatory and Compliance</b>	More Than 1,000 Lawyers	Partner	11	\$746	\$829	\$941	\$847	\$781	\$813
		Associate	11	\$456	\$503	\$683	\$560	\$519	\$545
<b>Insurance Defense: Other</b>	201-500 Lawyers	Partner	38	\$255	\$280	\$285	\$370	\$318	\$356

## Appendix: Data Methodology

### A Note on US Cities

Principal City	CBSA Name
Richmond, VA	Richmond, VA
Rochester, NY	Rochester, NY
Sacramento, CA	Sacramento-Roseville-Folsom, CA
Salt Lake City, UT	Salt Lake City, UT
San Diego, CA	San Diego-Chula Vista-Carlsbad, CA
San Francisco, CA	San Francisco-Oakland-Berkeley, CA
San Jose, CA	San Jose-Sunnyvale-Santa Clara, CA
San Juan, PR	San Juan-Bayamon-Caguas, PR
Savannah, GA	Savannah, GA
Seattle, WA	Seattle-Tacoma-Bellevue, WA
St. Louis, MO	St. Louis, MO-IL
Syracuse, NY	Syracuse, NY
Tallahassee, FL	Tallahassee, FL
Tampa, FL	Tampa-St. Petersburg-Clearwater, FL
Toledo, OH	Toledo, OH
Trenton, NJ	Trenton-Princeton, NJ
Tulsa, OK	Tulsa, OK
Washington, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV
Wheeling, WV	Wheeling, WV-OH